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- Module code: BMSW 4002
- Assignment section: Task 1

Table of content

Abstract	3
Introduction	3
Development of team in social care	3
Factors affecting teamwork	4
Team roles	5
Conclusion	9
References	10

Abstract

Team working is the most common element of every organisational setup. A diverse team is called when people of every age, gender, ethnicity, race, language work together under one roof. It is challenging to keep the diverse team together but certain steps help for team management. A report said 57% of the employees want more diversity in their workplace (Glassdoor). There are certain barriers for effective team work such as lack of leadership, trust, poor communication and unclear goals. These barriers can be taken down by team building steps including positive leadership, improved interpersonal relationships, developed trust and taking conflicts in a positive way. There are nine researched based team roles such as shaper, implementer, coordinator, team worker, investigator, monitor and finisher. All these team roles have their own significance and when put together all the strengths, can be proven very effective for teamwork.

Introduction

Teamwork skills are important for any individual. Every workplace has a team developing element as its very crucial to serve the purpose of an organisation. However, diversity in them leads to better performances by team members because it provides a sense of inclusivity. A social care institute needs a diverse team because it is more action oriented and provides solutions easily. Since a diverse team has people coming from every background, they can present their ideas to the organisation and help it thrive for better. Putting together a diverse group can be really challenging in the start as there are certain barriers that are created between team members such as poor communication and lack of trust, unclear goals and differences of mindsets. These barriers can be eradicated with time by taking crucial steps of team development. A team leader in social care can identify certain team roles which will in return shape the team even better.

In this report we will discuss how a diverse team is created and what its barriers are.

What are the certain team roles and impact of diversity on a team?

Development of team in social care

Positive leadership

Development of a team in social care, For good team building in social care one has to have good leadership. People who care and are responsible for their employees are necessary for a good team. Encouragement from the bosses and a fair workplace helps the employees to feel like they are a part of a bigger organism.

Trust development

The team should always be able to rely on each other, therefore trust building exercises such as teamwork related to projects, and having a team sport is important for social welfare. When people are allowed to be themselves in a trustworthy environment, they become more confident and hence perform better.

Addressing conflicts

Since a diverse team is built by different individuals, conflict is something which is bound to happen. In Situations like these, one needs to tread lightly and should be able to resolve the conflict by not taking sides. Having a space for the complaints to be heard and resolved makes it easier for employees to voice their differences and opinions, without feeling like they are doing

something wrong. The healthy discussions for addressing conflicts and acting on them maturely improves teamwork and prevents future conflicts as well.

Interpersonal relationships

In social care it's important that the employees have good interpersonal relationships with each other, this way the team works more as a unit and helps each other get forward. The unified diverse team will help the organisation grow. According to the survey, 87% of CEOs want diversity and inclusivity in their teams because it increases profit (PWC). Thus, It is the leader's job to unite their team by allowing more communication between team members so they get to know each other personally and the workplace environment gets better.

Impact of diversity on team

Workplace diversity is very common these days. Every workplace has a diverse environment since it's preferred more by organisations. Diverse teams remain objective towards goal. Diversity increases teamwork as they break homogeneity and make an error free environment for work. In social care, different kinds of patients come to provide them with holistic treatment that keeps check of the factors in taking care for them such as environmental factors, personal factors, mental and physical health factors. All of these contribute to a patient's care and only a diverse team can work on it better to gain their patient's trust and willingness to feel better. When people of every race, gender and age see their social workers the same as them, they feel motivated and satisfied. The assumed differences between patient and social workers are reduced when there is diversity in the team. According to the research, 57% of employees want increased diversity in their organisation (Glassdoor). Decision making is very important in social care because there are so many possible problems that can arise due to external and internal factors. Diversity in teams makes better decisions by 87%. (FDI, 2019). The sense of equality that diversity raises at social work place has many benefits, all patients feel equal too and a report said companies with equal number of men and women get 41% more revenue (Clearcompany, 2020)

Factors affecting teamwork

Lack of Managerial Involvement

Managers make teams of certified staff members so that they complete pre arranged duties or projects. But when the time is short for the manager to be part of the team's completion of its duties, the ability to create an atmosphere of effective teamwork is threatened. Every team needs a leader, and when the leader is not present to represent responsibility and act as a resource to team members, then the team will not be able to develop properly.

Poor Communication

Good communication can increase teamwork whereas poor communication can create a toxic work atmosphere, where no one is comfortable to work. According to Podiatry Management, staff members who will not communicate, or are not aware of the proper communication channels to use within the team, can create problems that make team development to decrease. Poor communication compromises the spirit of teamwork as every member feels distant from each other.

Unclear Goals

A work team is made to get and attain goals within the workplace. Those goals can be for a specific project, or they can be the ongoing goals that define the department's responsibilities. When those goals are not presented clearly by management, or the individual responsibilities of each team member becomes unclear about how to go with things in a proper way, then the team cannot work effectively. The responsibility that comes with assigned tasks will not be seen in this team and the whole work process will be compromised.

Team roles

The reason teams can be productive is if every member plays a role according to their strengths. People are naturally team players because their roles are identified in terms of inputs they put. Dr Meredith Belbin presented nine roles based on their behavioural strengths. These nine roles are closely studied and determine main aspects of a team. These roles are used by team leaders to develop a coordinated team as they identify roles within their teams and help their employees sharpen them. These roles are dependent on each other because weaknesses possessed by even one role can compromise the whole team's integrity. Following are the team roles and their strengths & weaknesses

Team roles		Strengths	Weaknesses
Shaper	Shaper is one of the most significant team roles. Shapers are the people that are extroverts and provide challenges for the team for improvement. They fall in the action oriented category and are called natural leaders because they manage the team perfectly.	They work through obstacles in competent manner and always have the best approach for teamwork during challenges	Leaders can be a little harsh sometimes. Shapers' only weakness is they argue a lot and offend other people
Implementer	Implementers are also action orientated as the name suggests they implement plans into action. They provide overall discipline to the team and are very assembled themselves. Their	They practically work on team's ideas and have high organising skills that helps team members to get shaped better	They do not like change and may have negative approach towards it

	personality is a little on the introverted side because they just want to get the job done. Implementer structures team as one and can be called backbone of the team		
Completer	Completers also known as finishers are results driven people. They complete the projects and recheck them thoroughly. It completes the job to check for any errors in the work. They are keen observers as they look into even the smallest details.	They have a good grip on time management skills as they make sure team projects are completed on time.	Since they want to see projects completed, they can get a little anxious and worried.
Plant	Plant in a team falls under a thought-oriented role. They have creative and critical thinking skills and help the team generate through good ideas. They are good presenters and work on their ideas alone.	They always have innovative approach towards work and come up with newer things to balance out the team	They have poor communication skills as they like to work on their ideas alone. They do not like criticism and deal with it in a negative manner.
Evaluator	Evaluators are also thought oriented people. As the name suggests evaluators monitor team work and their appropriate	They provide best strategies for the team and do not let emotions come in their work.	They can be a little too unemotional and do not connect well with other team members.

	thought processes provide the best problem solving approach for the team.		
Specialists	Specialists are also through oriented people in the group. Specialists are called by this name because they are experts at what they do. For example: social worker specialists know best how to handle patients. They have great number of competent skills	Their commitment towards their field and skills they provide with it are excellent	They also like to work alone in a team that can compromise teamwork
Coordinator	Coordinator is the best fit for the team because they coordinate really well with other members. They become guides for their own team and value other people's opinions.	They are good listeners and calm natured people. They provide them with objectives to complete.	Their behaviour is too good to be true so it can be manipulative sometimes.

Team worker	Team workers are the supporters of the team. They keep a check on their team members and make sure they are working competently. They are very popular among team members because they become the go to person of each person.	They are people oriented and listen to their teammates and create harmony in the team.	They are not good decision makers and may get too emotionally involved.
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Investigator :	They are opportunist and always looking for new approaches and marketing opportunities for the team. They have good resources and make themselves updated.	They have good negotiating skills and becomes facilitators for new business	They are very optimistic but tend to lose motivation easily. Since they are outgoing and extroverted, maybe team members do not resonate well with them
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Conclusion

In conclusion, diversity in teams has been a new discussion in recent years. There is much research that shows how diverse teams have positively affected the workplace. Everyone needs to play their role to provide better care being a social worker. The incoordination and differences between members can be removed by simple approaches such as trust, communication and understanding. It is very important that everyone identify their team roles and work on them for better outcomes.

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